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ABSTRACT

The conference proceedings relating to employment status and employment-related problems of women in general, and Montgomery County, Maryland, specifically, are highlighted in this report. The purpose of the conference was to establish a solid base for an on-going dialogue with educators, personnel experts, and affirmative action officers in the area. Three panels focusing on three major areas made up the conference. Panels were titled: The Re-entry Woman; The College Graduate; and Non-traditional Employment. Subjects covered within each of the panels were planned with the idea of integrating information about some of the major elements impacting on employment issues. The bulk of the conference report contains brief statements and quotations from the various panelists who represented a wide variety of careers, including investment, employment services, education, real estate, the media, and large personnel systems. (Author/JR)

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THE EMPLOYABLE WOMAN CONFERENCE

May 19, 1977

Holiday Inn
Gaithersburg, Maryland

COMMISSION FOR WOMEN
150 Maryland Avenue
Rockville, Maryland 20850

SO 010 899

THE EMPLOYABLE WOMAN CONFERENCE

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The Commission would like to express its thanks to all of the above people who graciously contributed their time and expertise to the conference.

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WHY AN EMPLOYABLE WOMAN CONFERENCE?

HISTORY

The employment status and employment-related problems of Montgomery County women has been a major concern of the Montgomery County Commission for Women since the Commission came into effect in 1972.

Commission concern about employment needs accelerated in recent years as it kept pace with increased requests from county women for employment assistance. In 1976, the general upward trend in calls for employment assistance shot up so much that figures from 1975 were quadrupled.

The present trend is still on the upswing with clients seeking employment information of all kinds. These calls generally involve questions about the basics of resume writing and how to re-enter the job market, but many county women are calling for other kinds of information like where to get counseling to start small businesses and how to find training in non-traditional occupations.

The sharp increase in '76 employment inquiries gave rise to the Mini-Employment Workshops -- a weekly group held on alternate Thursday mornings and evenings--which is led by LaVonne Prail of the Commission's staff. Prail structured the groups to include resume writing tips, interview techniques, and other information about employment resources in the community. While Prail's groups effectively dealt with getting some specific information about employment out in a group rather than in lengthy individual employment calls, more and more employment problems surfaced as the Commission had more feedback from the women attending these groups.

At about the time the Commission was becoming aware of more problems surfacing, the concern of the County Executive, James P. Gleason, was also growing as a result of

similar information he was getting from a variety of sources indicating that women needed a broader range of innovative support to assist them with employment. Early in 1976 Gleason met with the full Commission to compare notes and discuss mutual concerns about county women and employment. Gleason and the Commission made commitments that they would strengthen their lines of communication regarding all women's issues--because most of them were compounding the employment problems. Both Gleason and the Commission decided that each would place particular emphasis on sharing their new ideas and information about employment more frequently than in the past. Gleason also said he would help the Commission solicit special support from both private and public sector employers for the purpose of establishing an on-going dialogue.

THE CONFERENCE

The Employable Woman Conference was a direct outgrowth of the commitments made by Gleason and the Commission to pool their efforts to communicate mutual concerns and share ideas with public and private sector employers. Conference panelists included educators, personnel experts and affirmative action officers. A total of 25 panelists representing all these areas served on the six panels featured at the conference. In addition over 100 people attended the conference. Many represented private business or were involved with implementing affirmative action or upward mobility plans in large corporations. A large number of the people who attended were men and women hoping to gain insight into employment and career possibilities.

Three panels ran simultaneously in the morning and afternoon. Panels were titled: The Re-Entry Woman, The College Graduate and Non-Traditional Employment. Subjects covered in the panels were planned with the idea of integrating information about some of the major elements impacting on employment issues. Panelists serving on each of the panels brought a range of specific expertise to the subject matter covered in the discussions. For example, panelists serving on the "Re-Entry" panel

represented a variety of careers in investment, employment services, education, real estate, the media and large personnel systems.

Although both the Commission and the participants interest in the conference would have been better served had the conference had a larger attendance of area employers, the Commission is generally satisfied that the conference met the overall purpose of establishing a solid base for an on-going dialogue with all the integrated forces stated above. In addition, the Commission is also satisfied that the conference provided a supportive format for interested segments of the population who were working at various levels to implement affirmative action, upward mobility and equal employment opportunities.

WHERE DO WE GO FROM HERE?

Gleason's rapid implementation of his proposal to create a special program to assist women to re-enter the labor force will be a tremendous boon to county women and a motivating factor for the Commission to continue its work in behalf of the "employable woman."

The next task of the Commission will be to actively pursue information concerning how some of the other employment commitments made to women at the confernce will be implemented. (The foregoing text reports the variety of suggestions, ideas and current plans of conference participants to implement these commitments at the employer and education levels.)

In addition to assisting with current employment commitments, the Commission will also seek information from employers, educators, and employment services concerning how it can assist them in developing new plans.

The Commission's Economics Committee will also plan or participate in a variety of coordinated activities to keep the dialogue going. For example, the Commission will

co-sponsor a Job Fair with the National Organization for Women (NOW). The Job Fair is scheduled for October 29th. This kind of activity will enable the Commission to act as a catalyst for educators and employers to communicate with each other.

James P. Gleason, County Executive.

At the beginning of the Conference, County Executive James P. Gleason talked about some of the reasons why general employment patterns are changing with regard to women. Mr. Gleason said:

> "We are gathered here to discuss some problems central to the society in which we live. Some of the things we have to deal with today are: women are more educated than in the past; they marry less frequently; there are more marriages breaking up; there are more women in the population. Twenty percent of the females in Montgomery County are college graduates, as opposed to 12 percent in the rest of the country. We have had a 25 percent decline in the birthrate. There are 125 women to each 100 men in the county. In four years there has been a 6 percent increase in the number of female heads of households."

Many women, Mr. Gleason said, do not have recent paid work experience. He said, "We must try to encourage employers--private and non-private--to get women into the job market."

Mr. Gleason proposed the establishment of a Women's Employment Service with the objective of training women to enter the job market. He suggested that it could be established as a division of the Employment Servicenter. The Commission for Women is following up on this recommendation.

* * * * * * *

Note:

Gleason followed through on his proposal a few days after the conference when he quickly set the appropriate forces in motion to establish an Employment Program especially designed to prepare women to re-enter the labor force.

This program is now in the final stages of planning. Gleason, the Commission for Women and Employment Service Center staffs are meeting regularly to pull all of the administrative details together. In a relatively short time, the program will be underway.

THE EMPLOYABLE WOMAN CONFERENCE

MAY 19, 1977

Dr. Barbara Bergmann, Keynote Luncheon Speaker

Dr. Bergmann is Professor of Economics at the University of Maryland.

Dr. Bergmann said she is presently studying the question of what needs to be done to change institutionalized patterns of hiring and discrimination.

Bergmann pointed out that broad changes have taken place in family life, such as in birth rates and longer spans of working life for women. There are more women in the labor market and there are going to be even more. Bergmann said:

> "Women are having children later in life or not at all. Of those who are having children, they are choosing to limit the number. Child care outside the home has become a more accepted alternative. All these things will have an effect on the job market."

Bergmann said that employers' attitudes are not matching the changes in the position and the attitudes of women:

> "While the number of women in clerical and service jobs is going up, the male-female ratio of wage rates is moving adversely. Women are effectively excluded from many occupations. The result is that an increasing number of women are scrambling for jobs in the same fields."

"How can we make progress in working out this problem?" she asked. She said that "A successful law has to be self-enforcing -- many firms do not do what the law demands."

To avoid sex discrimination in employment, Bergmann said, we have new laws and regulations which make "illegal what has been common practice in the past. Unfortunately, progress must necessarily be slow, but a greater number of exemplery law suits will help." She said that racial equality and sex equality are both "aspects of the same problem."

In the past Bergmann said that enforcing the anti-discrimination laws did not have backing from the White House, but she also said she hopes that the Carter Administration "will turn this around."

Bergmann said that there has been an increase in law suits. These law suits are important particularly since there has also been an increase in the number of cases "blue chip" law firms are taking on a pro-bono basis. She said:

> "As a matter of fact, an attorney from one of the 'blue chip' firms downtown who is working on a pro-bono sex discrimination case recently told me that he had already billed $300,000 worth of lawyers' time and the case has not yet gone to court.

> A few large employers will only have to lose a couple of cases before all employers begin to realize the financial implications of sex discrimination. It's expensive for employers to lose these cases. Plaintiffs in the cases taken on a pro bono basis have no financial harship in legal fees at least. When employers lose employment discrimination cases, employers have to pay all their own costs and the plaintiff's costs. In the case I spoke about, $300,000 worth of costs prior to going to court is a lot of money."

The Equal Employment Opportunity Commission is expected to put more pressure on employers. "Employers" Bergmann said, "will have to consider ways to implement the Equal Opportunity Act -- tokenism will not work -- firms must have internal incentive systems to reward non-discriminatory behavior, and job equality must be part of management goals."

"What should we hope for in the future?" asked Bergmann, and then said that:

> "Hopefully in the future women will not have a choice as to whether to pursue a career or be a housewife. As it stands now husbands of housewives have less of a stake in the marriage. The power, or advantages, are frequently with the husband when a marriage breaks up."

She asked if we wanted our daughters to become housewives and said, "No, we do not." She said she felt women will become more dedicated to having a career because economic independence demands that women be wage earners, and their opting for housewifery to the exclusion of full time work leaves women too vulnerable economically. Bergmann said we must break out of occupational stereotyping. "Crafts jobs are 92% white male. High schools should think 'crafts' when they talk to young people about career planning and curriculum because crafts training dramatically opens the door to women in non-traditional occupations."

Bergmann said "Young men today appear more willing to do some housework." Their attitude, at least, has changed somewhat from that of past generations, "they seem to be ashamed to expect women to do all the housework."

In response to a question from the audience concerning the pros and cons of women "putting the children first" when they decide about careers, Bergmann said, "I object to the idea that women (but not men) need to put the children first, because for women this idea essentially means sacrificing women for boys."

Another question from the audience concerned Bergmann's position about lobbying for social security and other benefits for homemakers. Bergmann said in response, "I have no objection to homemakers having these benefits -- to the contrary, I'm all for it." But, Bergmann said, she felt that the primary interest is the full and fair employment of women.

THE RE-ENTRY WOMAN PANEL

MODERATORS:

Gail Winslow (A.M.)	Vice President, Ferris & Company
Karen Leggett (P.M.)	News Reporter, WMAL-Radio

PANELISTS:

Mimi Selig	Owner, Mimi Selig Homes
Jean Ross	President, Board of Trustees, Montgomery College
Dottie Cook	Affirmative Action Officer, Giant Food
Ronald Lloyd	Director of Personnel, Montgomery County Government
Mary Lessler	Planner, Division of Labor Services, Office of Human Resources, Montgomery County Government
Dorothy Hanley	Metro Business Associates, Inc.
Peggy Eastman	Montgomery Journal

Gail Winslow, Ferris & Company.

Winslow said she had re-entered the job market a short time after she left it, so she hasn't faced exactly the same problems that are prevalent today. She said:

> "I did my re-entry early. I've always been in a hurry so I went to school early, got out early, married early, had babies early, and got divorced early. By 26, I was back on the street--Wall Street, that is. I also remarried early and ended up with 6 children, and I continued working."

Later, Winslow said, she went back to Radcliff for a reunion. When she returned to Radcliff, she found that she was from a class of "angry women." She said she hadn't experienced the anger she saw among her peers because she had re-entered so early that she hadn't really "re-entered" in the sense that we talk about it now. She said:

> "All of these women had been raised to believe that they would go to Radcliff, marry a Harvard man, go home, have babies, and do 'good works' in the neighborhood. Instead, they found that they were either divorced, or widowed, and the rest of them felt they were under-utilized."

When these women went back into the workforce--or tried to--it was difficult to get a job even though they were supposed to be the "cream of the crop."

Winslow said she was a little shocked by the anger she saw and the difficulties her former classmates had encountered when they tried to re-enter the job market, and that is why she was glad to see this conference taking place.

Mimi Selig, Mimi Selig Homes.

Selig attended the Catherine Biggs School to train for a proper "traditional-type" job. Mimi has spent the past 15 years in real estate; she owns and operates Mimi Selig Homes.

> "If ever there was a career that is exciting, lucrative and challenging--it is real estate! The opportunities in real estate are incomparable to any other field; and we need and want women in real estate. There are currently 1,960 women in the Montgomery County Board of Realtors. This figure represents 50.2% of the total membership. That's a lot of women!"

In a recent Montgomery County real estate awards ceremony, Selig said she was impressed with the fact that 15 of the top 20 residential real estate sales awards went to women. Of the top 111 sales awards totalling more than a million dollars, 61 went to women--61 out of 111! "How do you think women are doing?" Selig asked rhetorically. In addition, Selig said, the lifetime members of the sales award club consist

of 23 members--this membership is offered after a period of 5 years and a series of awards. Out of the 23 members, 15 are women. "Are you impressed?" she asked, "I am." She continued:

> "You can see from the figures I gave you that women can and have taken advantage of the challange and the opportunities offered to them. They have proven to their peers, to their husbands, and to themselves that they can do it."

The real estate field is not a difficult one to enter, she said, but it does require a great deal of patience, tolerance, and perseverance to remain in it. She said:

> "When I first entered the field, I had absolutely no aspiration to make a career of it. Never did I dream that in a short time I would become a broker, and then a vice-president and then president of my own company. I'm not advocating that all of you become presidents of your own companies--I don't think I could stand the competition."

Selig said that opportunities exist not only in real estate but also in the fields of property management, public relations and sales management. Every company is looking for more women to come in to help them out. Sales management with women at the controlling end has been tremendously advantageous to many, many offices, according to Selig. "The field is open to women who are willing to work hard and work smart."

Jean Ross, Montgomery College.

Ross is presently a doctoral candidate at American University in the field of Psychology. She has a B.A. from Barnard and a M.A. from Columbia, and is a trustee of Montgomery College. Ross said she is going to go in a little different direction and talk about some of the issues to look for in education. "Women," said Ross, "are frequently hesitant to focus on the kinds of skills they acquire during their homemaking and volunteer periods. They look back on their educational experience and draw the lines there." Ross said that this is an unfortunate delineation because:

> "Women need to look at their innate aptitudes; but they must also look at their 'acquired' aptitudes when considering returning to the workforce--or preparing themselves to return--with vocational and academic training beforehand."

In addition Ross said that women also have to look at the "acquired experience" they gained volunteering in PTA's, political action and civic groups, and in social service agencies. She said, "If women think back to the skills they acquired for which they had no formal training, they will find that they have confronted and solved problems involving a variety of skills including even those in the fields of plumbing and electrical work!".

Ross said that women have also had a "tremendous diversity" of management skills and practical management experience during their homemaking and volunteer periods:

"Just having to work with other volunteers and having to get things done in a group is management training to the "nth" degree. It may not be formalized training, but if anything, it is better because you cannot get the same kind of practical experience in a classroom as you can when you are working with people who have all kinds of complaints; all kinds of excuses; and all kinds of problems."

Ross said that both women and employers fail to realize that this kind of acquired skill is experience in the context of job qualifications. While it is probably true that women do need some kind of career counseling, particularly when reentering the job market, employers also need counsel for different reasons:

"Women need some kind of supportive help to assist them in pushing forward, even when they are highly motivated and enthusiastic; employers need direction in order that they may be able to recognize and equate the non-formal, acquired and valuable experience that people could effectively bring to their businesses."

Ross related an experience she had had herself while doing various kinds of volunteer work:

"I had never had any experience, training or academic work in my background that related to political science or politics. Nevertheless, in one of my volunteer experience doing political work, this fact actually worked to my advantage because I wasn't 'hampered' by knowing the things I wasn't 'supposed' to do--or some of the things I was 'supposed' to do. It was a good experience, and I have subsequently been heavily involved in legislative lobbying and other work of a political nature at the local, state and national levels."

Dottie Cook, Giant Food.

Before going to work for Giant, Cook owned and operated "Job Market", a Washington counseling and job placement service. When Cook first founded the company, the agency specialized in non-traditional jobs, work patterns and flexible scheduling. Giant Food hired Cook to design and implement its Equal Opportunities Program.

Cook said she feels that everyone is a product of a re-entry process in one fashion or another. She said she worked for a number of years prior to having children because she thought that if she got all of her work experience out of her system, wanting to work would not interfere with all of the "manifestations of motherhood" which she said she thought would "surely set in after the birth of my first child--which they did not!" Cook wanted to go back to work, she said, but felt so guilty about it that she had a second child. Again, the "manifestations of motherhood" did not set in, and Cook set out to find a job.

"I went back on the streets looking for work in 1970 and it was discouraging. I could not find one employer to hire me on my terms in the job market, much less even

coming close to finding the all-time perfect, part-time, meaningful career. I did find one person to hire me without quibbling--and that was myself. At that time, it didn't have anything to do with the women's issues we face today. The attitudes then were that if an applicant's contributions to an employer were not available on a 40 hour basis, then employers simply didn't want any contributions whatsoever. I thought it was an incredible waste of human potential and resources, so I opened 'Job Market'."

The company was a vehicle for working with employers and women to broker more jobs with flexible schedules whether it was in the context of job-sharing, "piggy-backing", part-time work, flexible-scheduling or any of these terms that are so common today, but were unheard of in 1970.

Cook said one of the greatest values of the five years of business ownership was that it enabled her to "grow into" the job she now has. She said that the traditional structure has been so rigid in the past that it hadn't occurred to women that they could develop the skills they needed to convince employers that they could do the job.

In the context of developing skills, Cook said that it is as necessary for women to develop the skill of "selling themselves" to an employer as it is to develop other skills and expertise.

She said in terms of entering the job market, there were two major issues she would like to present to women as "food for thought:"

"The first thing is that it is necessary to 'broaden' women's thinking patterns. Women should not 'limit' themselves to thinking in terms of fairly general job titles when, in fact, there is no limit to the kinds of jobs that need to be done--and no limit to the kinds of potential job titles."

Cook cautioned women not to wait for the perfect job to come up. Instead, she said, women need to go out and "broker" themselves:

"If women wait for an employer to recognize the kinds of contributions an applicant can make to the company, women will be old and gray when and <u>if</u> it ever happens."

The second issue that concerns Cook is the fact that so many women feel that others who have made it are "different." She said others who have "made it" have no more potential than those who feel they have not. Cook feels that all women have potential.

<u>Ronald G. Lloyd, Personnel, Montgomery County Government</u>.

Lloyd said that people in personnel are becoming very aware of having to accomodate a large number of women who wish to re-enter the job market. He said it has taken some years to get some "thrust in responding to this need" as well as for implementation of federal guidelines in Equal Opportunities, Upward Mobility,

and Affirmative Action. He said the numbers of people assisted with current guidelines and programs are now more encouraging than they ever were, but because there are a lot of people out of work--and a lack of growth in job opportunities--the "numbers" aren't as encouraging as the could be. The three things that came to Lloyd's mind with regard to women re-entering the job market after homemaking careers were: to set realistic goals; update skills if necessary, and then "work very hard!"

Lloyd said there were some very basic skills needed to look for a job and those skills should be strongly emphasized. He said that women should make sure that they properly assess their skills and experience while out of the work force:

> "Any skills used in the management or organizational end of managing a home or doing volunteer work are easily transferable into 'marketable' job skills. There is no easy or absolute formula for doing this, but generally you should look at the employer's job description first. Then, you should look at your background realistically and try to distill out of it some activity that has the factors that are needed for the job you are seeking."

The common factor inherent in many activities and job descriptions, according to Lloyd, are: dealing with people--which is gained through volunteer work with churches, civic groups and special activities. The basic skills acquired in dealing with people through coordinating and organizing in groups are very transferable. Lloyd said, though, that "you have to spell it out stating exactly what it was that you did; you must put it on your resume; and you must be able to discuss specifics in your interview."

In addition to skills acquired in dealing with people, many women have also learned to be effective money managers:

> "Managing an association budget, a church budget or a household budget are all transferable marketable skills. Dispersing money and accounting for it for a particular activity within an organization as well as the skills involved in keeping track of the money acquired and dispersed in a Girl Scout Group is pretty much the same as the basic skills involved in keeping track of money for a county government bureau."

Lloyd advised women to "take a good look at what they had been doing during the years they had been out of the workforce" because chances are they were engaging in a multitude of activities that frequently relate to the basic essentials of a job.

The other side of the story, according to Lloyd, is that personnel people have to recognize these factors. He said:

> "Personnel people have a tendency to overemphasize 'credentialism' because it is easier for them to ask that an applicant have a degree--say in planning--than it is to try to find out if someone <u>can</u> plan as a result of his or her experience."

Credentials provide an "easy" evaluative device for screening applicants, Lloyd said, but he advised women to "make personnel people do their work! When the skills that are required for a job are there, as a result of practical experience, make the personnel people take a good, hard look at them."

Personnel people need to devise new techniques for measuring or scaling skills in terms of what is required for jobs, he said, and they need to do more of a "personal" job with applicants so they will have an accurate reflection of what people can actually do as a result of their experience.

> "All of us working with personnel can approach women re-entering the job market much more realistically than we have in the past."

Mary Lessler, Employment Servicenter.

The county's Employment Servicenter is responsible for administering, funding and programming of the Comprehensive Employment Training Act in Montgomery County. The program serves the unemployed, underemployed and economically disadvantaged. Lessler said that "underemployed" is strictly defined as a person who is working under the minimum wage level, less than fulltime, and for a lengthy period. "It is something that most of us would not consider ourselves to be. It is someone who is earning a very small amount of money."

The economically disadvantaged is also very strictly defined as someone who is earning $5,280.00 for a family of four.

The Center offers two basic types of programs, according to Lessler: the employment training programs which include classroom training, testing and evaluation. The other program is On The Job Training (OJT), which includes training and a salary.

In addition, Lessler said, the Center has a vigorous job placement service and serves a large function of "referrals to other agencies."

* * * * * * *

Karen Leggett, WMAL-Radio.

Leggett opened the afternoon panel discussion by saying that for women seeking to re-enter the job market the "most important attribute was (and is) an open mind." Leggett said that re-entry into the work force is a "challenge and should be viewed as a learning or growth experience."

Peggy Eastman, Montgomery Journal.

Eastman, who had earlier participated in the morning College Graduate Panel, pointed out that there are more radio stations than television stations, and that radio is a very fertile training ground for those whose ultimate goal is television.

Both men and women who now want to break into Journalism suffer from a "Brenda Starr/Woodward & Bernstein" syndrome. Not many jobs are expected to be available in Journalism, except in the related fields such as advertising, sales, circulation, etc. Many of the support positions require some technical knowledge, and it is necessary for women to get some basic training in preparation for them.

Dorothy Hanley, Metro Business Associates, Inc.

Panelist Dorothy Hanley stated that employers look primarily for the following things in an applicant:

1) Good attitude toward self
2) Good support and cooperation from family
3) Long-term commitment
4) Long-term and short-term goals

In answer to a question about part-time employment, County Personnel Director Ron Lloyd remarked that job-sharing in the county has been largely successful. He said, "We will see an increase in experimentation with job-sharing, flexible work schedules and other new permutations."

THE NON-TRADITIONAL EMPLOYMENT PANEL

MODERATORS:

Pete Treibley (A.M.)	Human Relations Specialist Montgomery County Public Schools (MCPS)
Harvey McConnell (P.M.)	Director, Office of Human Resources Montgomery County Government

PANELISTS:

Candace Kling	Lighting Specialist Marriott Corporation
Irene Ansher	Career Counselor Montgomery County Public Schools (MCPS)
Gary Funkhouser	Employment Group Coordinator Vitro Laboratories
William Troxler	Dean of Instruction Capitol Institute of Technology
Arleen Winfield	Social Science Advisor, Women's Bureau, Department of Labor
Mark Sheppard	Coordinator of Employer Relations Division of Labor Services, Office of Human Resources, Montgomery County Government

Pete Treibley, Human Relations Specialist (MCPS).

Treibley said that he had two recent experiences with relation to women in traditional and non-traditional roles. First, in doing some extensive shopping for a new automobile recently, he had not encountered a single female car salesperson. Secondly, and more surprising, he discovered that a conference on education in Canada had only three female delegates, although educators from 45 countries were represented at the conference.

Treibley also said that women with advanced degrees are grossly underrepresented, compared to men, in high level management. He said the reasons for this are:

> "Women do not receive as much financial support for education; they are counseled away from male-dominated occupations; and the socialization experience of women is that they do not think of themselves as life-time workers."

Candace Kling, Lighting Specialist, Marriott.

Candace Kling was asked to be a panelist when she registered at the door because she is working very successfully in a technical, non-traditional occupation. When asked to be a panelist, she said: "What shall I talk about?" ... and she was told to just "tell the people how you did it." This was what she said to start with (and it was a good start!).

> "By the Grace of God, I was born to my own mother and she didn't believe in any of the stereotyping. I am one of six children (4 brothers) and we were all treated as equals. My father also totally believed that I should know how to 'work' every tool in the garage."

Kling said she took an aptitude test in high school and scored 2nd highest in the state in mechanical ability:

> "My parents were called in by the counselor and advised that I should definitely be sent to a vocational school to learn hairdressing. My mother was furious, and said I could be an automobile mechanic and earn twice the amount of money."

Because of her earlier experience with high school dramatics, Kling developed an interest in the theatre and said it was there that she really "found her life." She found out in high school that she could be both an artist and a technition. It was there that she discovered "light" and loved it. After high school, she got a job as a prop girl at Valley Forge Music Fair in the Philadelphia area where she did "everything from running up and down the isles 'gopher-style' to cleaning the urinals", but she also learned more about lighting.

Subsequently Kling got a job when she was 17 with the well-known designer and innovator Jean Rosenthal who did "West Side Story" and thereupon "started" the field of Broadway lighting. Before Rosenthal, lighting in the theatre had always been done by scenic designers. Kling went to work for Rosenthal as a messenger girl at $60.00 a week, but she also learned about show lighting by "sheer determination and totally applying herself to her job." Eventually, she became Rosenthal's assistant and worked on Broadway in "Dolly", "Fiddler", "I Do, I Do", and many other shows during the five years she worked for Rosenthal.

After that, Kling became interested in the architectural aspect of lighting--taking blueprints home and studying them, tracing them to get the "feel" of them. She liked architecture because, in contrast to stage lighting which is gone after the run of the show, architectural lighting is more permanent. Kling liked the "ego" involved in creating lighting that could last for 20 years.

With a lot of self-study, low-paying apprenticeships, and hard work, Kling eventually landed her present job with Marriott, but she said she had to "invest in myself, prove myself, and be better and more knowledgeable" about her work than her collegues--who were men in a male-dominated profession. Kling acts as a liaison for Marriott between the architects, the various engineering disciplines, and the interior designers. She is responsible for the lighting of all Marriott's large scale domestic and international buildings.

Like many women, Kling faced one of the most difficult problems in making the transition from being the best female assistant "in the world" to taking the responsibility of the chief administrator. She said it was one of the "hardest issues she had ever faced." The second most difficult problem she had to face as an executive in management was putting her "ego into perspective." Whatever ideas or technical aspects came into play, she still has to do it the "Marriott" way to conform with considerations that are management principles and relate to management systems. Kling said:

> "I am very, very pleased if I am able to do one <u>really</u> outstanding lighting facet of a hotel. If I can do that, I can come to terms with letting the rest of it be the way management wants it."

But she said the question of how much of oneself and one's own sense of integrity is at risk in order to come to terms with management is a "toughie" and she is always grappling with it. Kling summed the problem up this way:

> "It boils down to the fact that to make it in the upper levels of management, you have to come to grips with the fact that you are <u>there</u> -- you've made it. You have a paycheck equivalent to other professionals in the field, and you are taking an important part in the work you have chosen."

No amount of training can prepare women for another problem, Kling said, and that is: "How to handle the lunch -- who pays for the check? And what do you do at 5:00 p.m. when you are with 12 men who want to go out on the town?" She said women somehow have to "field that one 'cold'."

Irene Ansher, Career Counselor (MCPS).

Ansher is currently on leave for research. Her area of expertise, explored in the panel discussion, was her extensive research of student workers. As a result of this reseach, she said that:

> "Schools should consider students' job experiences outside the classroom as part of the total learning process and students should be given more recognition for their work experiences. In addition, it important that high schools should 'think crafts' when they talk to young women about career planning.
>
> "Although a large percentage of students have part-time jobs, there is no literature or statistics available on these students -- 94% of young people have worked by their senior year and 60% of these have held 2 to 4 jobs."

There seems to be no relation between the fact they are working with what type of school they attend, according to Ansher. In addition, it appears that the more jobs students have held, the less sure they are about what type of career they eventually want to choose. In doing her survey Ansher found that high school students are already employed in very male-female type jobs.

Gary Funkhouser, Employment Coordinator, Vitro Laboratories.

Funkhouser represented one of the many key employers who attended the conference either as panelists or audience participants. He described his company as a Systems Engineering firm dealing primarily in Naval weapons and problem-solving in the areas of environment and energy. Vitro principally employes engineers working in "software."

Funkhouser said that the company has a total of 3300 employees, 33% of which are women. However, only 8.5% of these are professionals, and only 1% are engineers. Funkhouser said that only 1% of engineers in the entire United States are women, but the number presently enrolled in engineering schools is about 10%.

Women in management positions at Vitro comprise about 5%, and are generally promoted from within, according to Mr. Funkhouser. Funkhouser also stated that:

> "Many positions at Vitro require very specialized technical skills and the company would like to employ more women in professional jobs if they have the necessary training.
>
> It is important for women to look at non-traditional job opportunities and train while they are in high school. Parents should get actively involved in Career Days at their local Junior and Senior high schools and explore other ways to avoid perpetuating the traditional preparation for careers that has resulted in the present problem of sex role stereotyping of girls and women into only certain kinds of jobs. We live in an increasingly technological age, and women must acquire the same technical backgrounds as men do in order to go into the same fields."

William Troxler, Dean, (CIT).

Troxler said that there will be a 30 to 50 percent increase in new job openings from now to 1985, according to the Occupational Outlook Handbook. He said it is expected that the need for electrical engineers and technicians will be very great. Troxler also said:

> "Engineer technicians work at all levels; there are 43 disciplines that fall under this category. A person with a B.A. degree in this area can expect to earn $12,000 to $18,000 a year. A person with an Associate (2 year) degree generally can expect to earn $12,000 to $14,000 a year, particularly in mining and electrical technology."

Statistics cited by Troxler show that of all people enrolled in engineering technology programs offering an Associate's degree, 7.3% are women; of all people enrolled in the 4 year program (B.A.'s) in engineering, 9.1% are women. The attrition rate for women enrolled in engineering schools is very high: only 4.7% of all people earning an Associate's degree are women; only 1.7% of all people earning a B.A. are women.

Troxler said that some of the most interesting figures about women in engineering schools concern part-time enrollements: At the Associate level, 34.9% of women working toward an Associate's degree are also working part-time, but only 28% of the males are working. In addition, 58.1% of the women working towards B.A. degrees in engineering are working part-time, but only 14.4% of the men are working. He said:

> "It is necessary to convince women that engineering is socially acceptable and financially rewarding. Interestingly enough, most women at Capitol Institute of Technology are foreign. An American female graduate with average C grades had two major companies fighting each other to hire her. Her starting salary was $1,000 higher than that received by any of the male graduates. Unfortunately, there are all too few role models in this area."

Arleen Winfield, Department of Labor

Winfield said:

> "The Women's Bureau was created to promote the welfare of working women. Its primary objective has been to encourage the advancement of women in jobs and the elimination of sex discrimination. The Bureau is promoting apprenticeship and model programs for non-traditional jobs and puts special emphasis on breaking down job barriers.
>
> Many laws already exist that prohibit discrimination in employment. A major one is the Federal Contract Law (Executive Order 11246) which ensures that all companies that get Federal funds must comply with existing non-discrimination laws."

Winfield referred to a useful Labor Department publication, 'Occupational Projections and Training Needs' which should be helpful to counselors and trainees in determining estimates of future job needs. She also said that of the 11 million skilled crafts workers in 1976, women accounted for only 1/2 million.

One of the group participants asked if anti-discrimination laws are "helpful or harmful to women", as many men are resentful of this legislation. Winfield replied that the law "definitely helps women." She said that when women are really serious about breaking down race and sex barriers the law works very well--though sometimes slowly.

Mark Sheppard, Employer Relations, OHR.

Sheppard said that he felt one of the most difficult tasks, as he sees it, is influencing women to broaden their job prospective. He said the reason it is so difficult is that women have "years of social conditioning to overcome." For example, women working on assembly jobs in the electronics industry were not desirous of taking courses to upgrade their skills and often resisted doing so when offered the opportunity to attend night courses.

The most important tasks confronting educators and people in his field, Sheppard said, is to encourage people who "have not yet made their choices" to look around and explore all the options open to them. An audience participant suggested that if courses were offered in the day-time on company time, there would be less resistance. She said:

> "Most working women hold down two jobs --at work and at home-- and women interested in upward mobility therefore find it much more difficult than men do to pursue educational objectives at night."

* * * * * *

Harvey McConnell, Director, OHR.

McConnell, Moderator of the afternoon panel, introduced hiself and the panelists, saying: "They are all good people, all college educated, with a wide range of views and knowledge in higher levels of local government, federal government and industry."

THE COLLEGE GRADUATE PANEL

MODERATORS:

Nancy Steorts (A.M.)	Lecturer and Consultant on Consumer Issues
Jim Goeden (P.M.)	Executive Vice President, Bethesda-Chevy Chase Chamber of Commerce

PANELISTS:

Darryl Laramore	Supervisor of Vocational Guidence Montgomery County Public Schools (MCPS)
Carol Krane	Director of Training Temporaries, Inc.
Linda Garrett	Employment Program Coordinator Division of Labor Services Office of Human Resources (OHR) Montgomery County Government
Frank Black	Assistant Vice President of Personnel Suburban Trust
William McCullen	Program Administrator Affirmative Action Program International Business Machines (IBM)

Nancy Steorts, Lecturer and Consultant on Consumer Issues.

Steorts suggested that volunteer experiences can be valuable assets to women looking for jobs if women know how to make the experiences work for them. She said she chose the "political" route to her present career by combining professional experience with strong volunteer experience, Steorts subsequently created a job for herself in government within the Department of Agriculture working as a special assistant to the Secretary of Agriculture in Consumer Affairs. She said she is now active in consumerism which is a "big new field at the crossroads" that is rapidly becoming people-oriented. Steorts has recently opened her own firm, which will specialize in consumer affairs. Steorts predicted that new jobs in the agriculture field will soon be opening up to women.

Darryl Laramore, Supervisor of Vocational Guidence (MCPS)

Laramore's career spans twenty years in career guidance. Four years ago, when he came to Montgomery County, he instigated career centers in twenty-two high schools in the county. He said that the narrative materials used in those centers are "much improved. They have been purged of a great deal of sexual and racial bias. However, the illustrations used in much of their material still indicate sexual and racial bias." Furthermore, Laramore said:

> "Orientals are still pictured in lab coats, blacks are pictured doing manual labor, women are invariably sitting down and smiling pleasantly. The career centers must use the materials available to them; therefore, the students using these materials are carefully warned that the materials are not yet free of bias."

One of the major problems with girls, according to Laramore, is that they are suffering from he calls the "Cinderella Syndrome"-- that is, someday a handsome prince will come and carry them away.

> "Even when they believe that they are career-oriented, and they are much more so today, when we begin to work with them they will frequently say that if nothing else works for them they can 'always get married'. I believe this is one of the concepts that we must break down."

Laramore said career counseling is also needed as much for boys as it is for girls, particularly in the context of how a boy's career will fit in with marriage and a family:

> "We talk about this in groups and when we ask boys and girls 'Are you planning to get married?' the boys always say 'yes', but the girls are not quite sure. We ask about children -- the boys immediately say they want two; but the girls are not so sure. I think this response is made for very practical reasons -- girls realize that the heavier burden of families falls on women."

Laramore pointed out that both boys and girls need to know what compromises will be necessary concerning careers and family life. He said that some careers can be, and are, incompatible with family living -- whether the careers are pursued by men or women.

> "Young people contemplating marriage should discuss whose career will be the primary one prior to marriage and whose career will be secondary."

A person from the audience asked whether or not such a discussion might be misunderstood as an "agreement, set in concrete", and might cause problems with a couple as they mature and their needs go through the natural process of change.

Laramore responded that he feels that career choices "must be integrated with other choices (family, community, social)", and said he wanted to clarify that he was in "no way insisting that the man's career be the primary one", but that young men and women should be encouraged to think about and discuss careers in the context of their other interests and goals.

Another of the major problems confronting young people thinking about careers, according to Laramore, is that

> "The college graduate is naive about seeking employment as the non-college graduate. Young people must be taught proper job interview techniques -- especially how to handle questions of a discriminatory nature which are still in frequent use despite the fact that they are illegal."

Carol Krane, Director of Training, Temporaries, Inc.

Krane said that people who are looking for employment fall into two categories: those who are looking for jobs, and those who are looking for interesting and meaningful careers. She said the three priorities for mere job seekers are salary, location and hours. What happens when an applicant asks the interviewer for specifics on those three things is that

> "the interviewer will probably assume that the applicant is not interested in a career type job, so the type of job available to this applicant will most likely be menial and/or technical, and the applicant will find himself or herself in a 'money pigeonhole'."

Krane said she was specifically speaking about the college graduate bacause while the job-oriented graduate will most likely be put into a technical job -- it will probably be a menial one if the applicant focuses on salary, location and hours. She also said:

> "Companies will not spend a lot of time and money training people who are looking for jobs as opposed to people who are looking for careers -- they don't expect them to really stay with the company because they are not focusing on 'career' but focusing on 'job'. When applicants focus on 'jobs' they get pigeonholed right there."

The career-oriented applicant should not mention or demand a specific salary in an interview in order to avoid being placed in a "money pigeonhole", according to Krane. Instead the career applicant should:

> 1) "Express his or her ideas and expand on them --this is what is of interest to an employer." 2) "The interviewer looking for a career-oriented person also wants to know how these applicants view themselves -- do they have the confidence in their own ideas and in their own abilities to carry them forward?". 3) "In addition, the interviewer wants to know whether or not the applicant will have the needed support for developing a career -- if the applicant is a woman, for example, has she thought through the details of managing a home and a family? If so, she should tell the employer how she plans to implement this management."

Linda Garrett, Employment Program Coordinator, OHR.

Garrett made the following recommendations to young people who are currently attending college: 1) "Work while in school in order to develop skills." 2) "Relate all work experience to course work." 3) "Develop contacts in chosen fields of work while still in school -- ask many questions of those who are already working in that field."

Garrett said women looking for jobs frequently do not know how to assess their skills. Women in need of jobs need to have an open mind and do the following: read about various fields of interest; be aggressive about selling themselves; and research the company to which they are applying for a job."

"Most of the women who were in school with me majoring in fields to prepare for traditional women's jobs are not working at them at all. They've pursued careers in areas other than they intended to pursue when they graduated from college."

One of the major problems that Garrett has in her job is that even though schools are gearing women away from traditional jobs, women who come to the center want to change -- want to re-enter the job market -- but they are really not "open to looking at non-traditional fields." These women may be in a profession like education or social work where there is not enough expansion in the field. Garrett also said:

> "One of the most important qualities in seeking a job or a career is aggressiveness on the part of women to sell themselves. Many women have a variety of skills and experience to back them up, but they must learn how to communicate skills and experience to a prospective employer. They also need to project confidence when going to an interview -- and to learn how to ask questions in a job interview."

Garrett said that the Employment Servicenter in Montgomery County has an open intake policy, that it does do some testing, although she said it is not a "career

counseling" agency. She said people who utilize the services of the Center must be residents of Montgomery County looking for full-time work. People should come to the Center with a "basic self-assessment as to the need for employment counseling and 'readiness' for employment." (Supportive services are available through the Servicenter for emergency medical and dental treatment, transportation, and daycare.)

The Employment Servicenter served over 13,000 people in the last two and a half years, according to Garrett.

Peggy Eastman, Reporter, M.C. Journal.

Eastman began her career as an editorial assistant after teaching English in the secondary schools. She worked her way up to her present job as a Features Editor for the Montgomery County Journal. Eastman said:

> "I was able to work my way up and get 'on the job training.' I was fortunate to have a supervisor who was able to help me so that I could learn my skills on the job. Today you can't do that. Some kind of journalism training is a must."

People come into the Journal offices every day, according to Eastman, to apply for writing jobs. Eastman said the Journal uses a lot of free lance writing, but she stressed the fact that no editor has time to do complete re-writes, so free lancers have to have good writing skills to have stories accepted. Usually, Eastman said, their skills do not match their urge to write -- and they have only the vaguest idea of what the field of journalism has to offer in the way of support occupations. She said people should investigate the support occupations because suburban daily and weekly newspapers are experiencing rapid growth.

Eastman said that some of the training for support occupations in journalism are: 1) Optical Scanner typewriter systems -- these are already in use at the Journal because the old linotype method is being phased out; 2) video screen typewriter -- this will soon be in use all over the metropolitan area, and the entire Journal staff will have to be retrained to use it. (Optical scanner and video screen training are being taught in courses at Montgomery College and George Washington's Publication Specialist Program).

Because of the increase in circulation, Eastman said, people should also investigate careers in journalism involving circulation, advertising, dark-room work, re-writing (to correct mangled copy) and office management.

Frank Black, Personnel, Suburban Trust.

Black said that while banks have been major employers of women, they have underutilized the talents of women because women have not developed management skills.

> "What we in the banking industry face in terms of the entry-level female applicant is that for one reason or another she has stereotyped herself early and isn't prepared for the kinds of duties or expertise which banking, as well as other similar

industries, require. Women historically have not been involved with acquiring management-type skills or management education -- and these are the types of skills banks are looking for today."

He said women who want to pursue managment careers need to begin a lot earlier.

"College graduate women majoring in the humanities or in sociology will enter banking at levels pretty similar to high school graduates. They work themselves up because they are intelligent, but they do not have the proper education or skills to enter at high levels."

Banks are now developing in-house training programs, according to Black. He said industry wide programs -- such as graduate schools of banking and tuition assistance programs are also available -- providing people who apply are qualified and "promotable."

Black said the major problem in the area of personnel for banks is that banks need to convert from "labor" to "capital" in order to provide necessary services efficiently and economically. "For example," Black said, "automatic service machines can replace two or three tellers, but people-related skills in management are the ones that are the most important at the present time." He said that women seeking careers in banking need to set their goals earlier and come into the field with the kind of managment training that is needed in order to land the better jobs.

William McCullen, Affirmative Action Program, IBM.

McCullen quoted the following from a document about career choice projections for the future, which was published by Montgomery County Public Schools:

1. Women college freshmen aspire to hold 1 out of 4 jobs in traditionally male-dominated fields.
2. Non-traditional fields employing women are service-oriented rather than goods producing.
3. By 1985, we will have a surplus of college graduates.
4. There are currently 600,000 women working in the Greater Washington Metropolitan area.

One of the major problems for women in management is the "lack of representation of women in top-level management positions so that the women represented in middle management positions are without effective role models -- or mentors." McCullen said that the January 1977 issue of Psychology Today carried an article entitled "Managerial Women", which pointed out that women are handicapped by the lack of an "old-boy network" and by their lack of experience and knowledge of team sports.

McCullen said his company (IBM) is currently in need of marketing people, engineers and programmers. IBM is looking for women employees who have math and programming skills. He said that IBM has an accelerated career development program for women and minorities; and that IBM's employment of females increased 1% in the last year. Women are now holding 18% of the jobs at IBM.

A woman from the audience currently employed at Control Data said that her company has a well developed training program to assist women and minority groups in making the transition into the corporate world, and that many other large corporations also have similar programs. She said:

> "Companies are training their management people to understand women; we've been offered women's awareness courses; minority group dynamics; and classes in leadership skills. These are the kinds of programs that are developing in large corporations because they see that there is a need for them. In fact, it is now corporate policy that management personnel are obligated to attend a certain number of these courses and have a certain number of hours in them so that their consciousness will be raised concerning the needs of women."

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EMPLOYABLE WOMAN CONFERENCE

CLOSING REMARKS

John L. Menke, President, Montgomery County Council

After observing the Non-traditional panel that afternoon, Mr. Menke closed the conference with comments concerning the changing patterns of women's participation in the labor force.

He further encouraged the Commission to pursue alternative work schedules and recalled the time when he asked an employer to allow him to work for part of a year, which would then give him several months to run a business in Maine. He commented that, despite whatever benefits he was willing to give up, his employer was not open to a flexible work pattern of that sort. "Flexible work schedules can help both men and women, and I encourage you to pursue lobbying for them."

In summary, Mr. Menke congratulated the Commission for Women on the success of the Employable Woman and urged them to continue work in all areas of employment.